

# Charting a New Course for Effective Management of Bunaken National Park



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on behalf of  
NRM/EPIQ SULUT

## Overview of Presentation

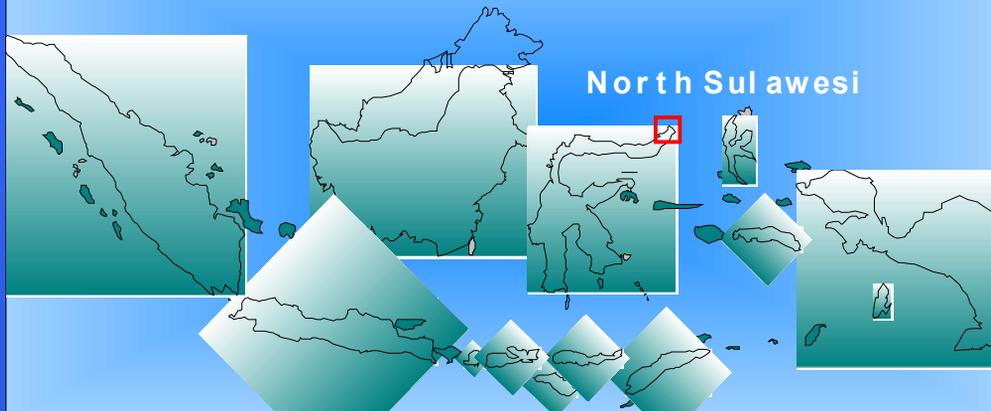
- Background on Bunaken National Park
- Zonation Revision Process
- Involvement of Private Sector in Management
- “Lessons Learned”
- The Future: Bunaken National Park Management Advisory Board

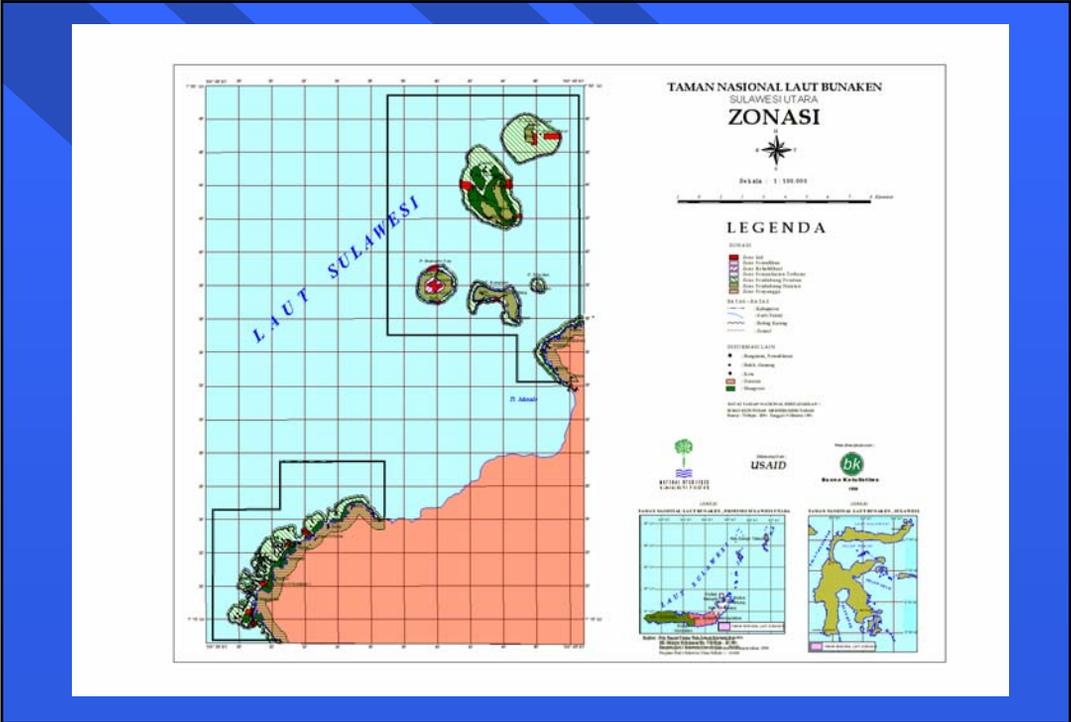
## Bunaken National Marine Park



- ◆ Established 1991
- ◆ ~80,000 hectares, including 5 offshore islands and North Sulawesi mainland
- ◆ exceptionally diverse

## *Indonesia*





Despite national park status and significant funding inputs,

the park has suffered a slow, continuous degradation due to a number of threats....





Coral mining



Diver/anchor damage



Blast fishing

AND  
TRASH!!!!



Cyanide fishing

## Management Shortcomings

- Problematic zonation system (2 conflicting ones!!)
- Resentment between central and local government agencies
- Leading to increasingly vocal calls for better management by the private sector!

## BTNB has requested assistance of NRM/EPIQ for:

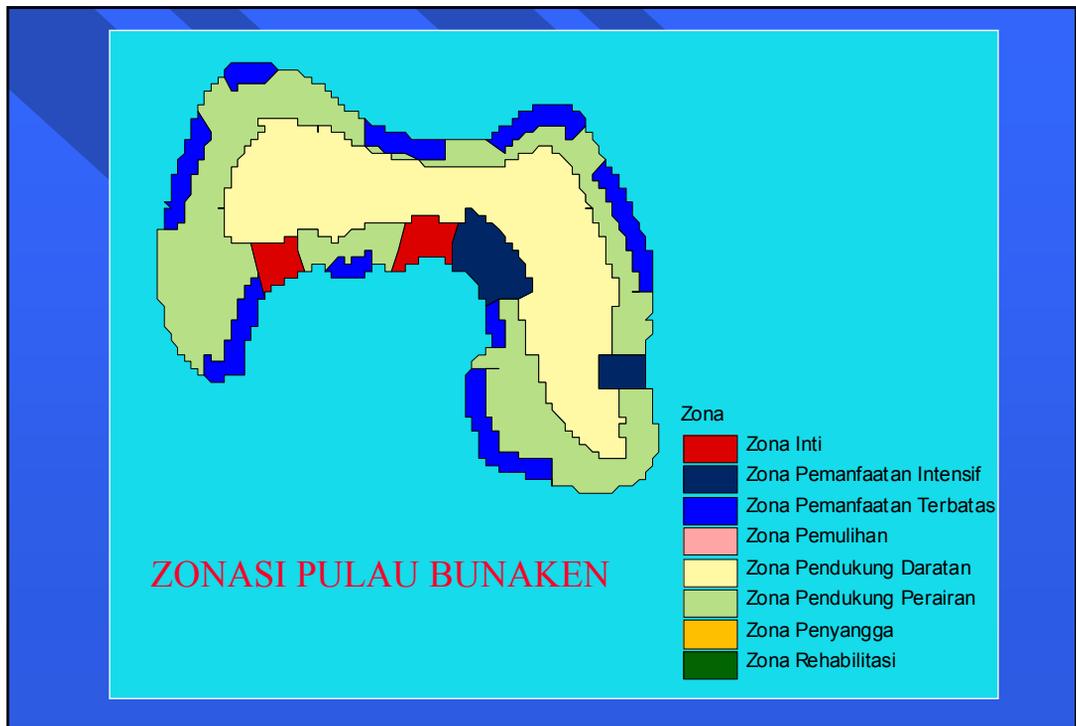
- Participatory zonation revision
- Inclusion of private sector in management
- Development of park entrance fee system



## Zonation Revision

- 2 conflicting zonation systems
- Unclear demarcation of zones
- Ambiguous rules for each zone





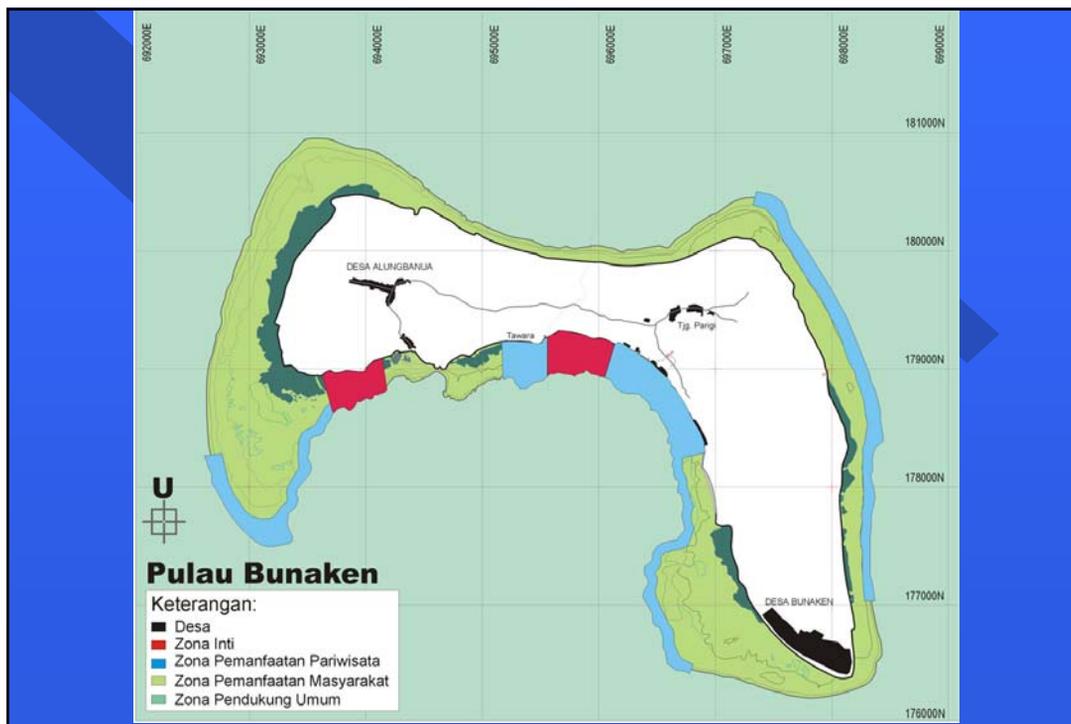
## Zonation Revision

- Initial attempts in govt offices stagnated
- New focus on 2 primary user groups: villagers and marine tourism operators
- Village-by-village process
- Accommodate current use patterns, formulate *explicit* rules for each zone
- Parallel meetings with 2 user groups, using combination of open and focal group meetings

- Initial focus on Bunaken island
- Both user groups willing to compromise
- Draft revision has been formulated (based on 39 meetings!!), taking into account aspirations of both groups
- One month period of public commentary, final revision, then “firestorm” of publicity to socialize.



•Based on CRMP  
/Proyek Pesisir model



## Features of Draft Revision

- 8 original zones reduced to 3 primary zones with clearly understandable zone names
- No more “jigsaw puzzle” zonation - 11 original tourism zones reduced to 3 large ones with clearly demarcated borders.
- EXPLICIT rules for each zone that reflect a compromise of different user groups’ activities.

## “Lessons Learned” Zonation Revision Process



**PROBLEM:** Local government distrust of central government agencies



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**SOLUTION:** Focus instead on primary resource user groups who see the importance of moving forward with zonation revision.

**PROBLEM:** Suboptimal involvement of villagers in revision process



**PROBLEM:** Suboptimal involvement of villagers.

**SOLUTION:** Use a combination of formal meetings and informal focal group meetings in houses or outside.

**PROBLEM:** Park zonation is unclear to villagers.



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**SOLUTION:** Keep it simple!

- Minimal number of zones
- Logical names of zones
- Clearly demarcated
- Avoid “jigsaw puzzle” - large contiguous zones if possible

**PROBLEM:** Democratic process subsumed by village officials.



**PROBLEM:** Democratic process subsumed.

**SOLUTION:** Democracy is a long-term process (39 meetings for one island!!). Must continually emphasize participative approach despite longer process.

**PROBLEM:** Villager resentment and misunderstanding of national park



PROBLEM: Villager resentment of park.

**SOLUTION:** Emphasize not only potential benefits of park from tourism/increased fisheries yields, but also the “pride factor”.

## Private Sector Involvement in Management



### NSWA

- Formed in 1998, 7 dive operators
- Now includes 13 operators, with strong links to BTNB, environmental NGO's



## NSWA Activities

- Strict ban on anchoring
- Mooring buoy design competition for villagers
- Village handicrafts program
- Scholarship donation program
- Arrival brochure on reef-friendly tourism practices
- Supported printing of NRM/EPIQ coral reef educational cartoon books
- Committed to hiring more local villagers



## NSWA activities (continued)

- United voice of marine tourism for dialog with government agencies
- “Trashing Sulawesi” video
- Cooperation with BTNB’s entrance fee plan
- Night patrol system
- Bunaken Preservation Fund (\$5/diver) to fund patrols (with NRM matching grant). HUGE SUCCESS!!!!

## NSWA/BTNB/SATPOLAIR Joint Patrol Results since June 2000



- 12 cyanide fishermen sent to jail (from 2 separate incidences), equipment confiscated
- Shipment of mangrove timber confiscated and burned
- 5 dynamite fishermen recently caught in special operation, bombs and equipment taken.

# “Lessons Learned”

## Private Sector Involvement



**PROBLEM:** Infighting between  
business competitors.



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SOLUTION: Focus members on common problems that they can work together to solve for their common benefit.

PROBLEM: Distrust of private sector involvement by environmental NGO's.



PROBLEM: Distrust by NGO's.

SOLUTION: Actively involve NGO's  
in private sector groups and work to  
build a common understanding.

PROBLEM: Bad relations between  
private sector and villagers in park.



PROBLEM: Bad relations with villagers.

SOLUTION: Actively promote better distribution of tourism benefits to local villages.

A Look to the Future:



The Bunaken National Park  
Management Advisory Board

## Currently, no user/entrance fee!

- Source of conflict with local government
- Loss of Rp 450 million - 2.3 billion in uncollected fees
- Primary problem: as open access marine park, how to collect fees?



## Suggested requirements for user fees

- Equitably distributed between BTNB and local government, BUT...
- Majority of funds used directly for management of TNB
- Fee structure should reflect value of resource to users
- Collection of fees via a medallion/pin system for divers - avoid “entrance gate”

- Laws regarding national park entrance fees may prove too inflexible - develop “pilot project”
- managed by DEWAN (BNPMAB) including BTNB, PEMDA, NSWA, environmental NGO’s, academia, and local villagers



Acknowledgments: BTNB, USAID, LIPI, Yayasan Kelola, WWF Indonesia, Proyek Pesisir



## Current Status of BNPMAB



- Rancangan PERDA for entrance fee
  - Rp 75.000 per foreigner visit
  - Rp 2.500 per domestic tourist (with coelacanth pass)
  - Targeted DPRD approval in early October
- SK Gubernur for BNPMAB
  - Draft completed, but having problems with LSM's!